

Navy Declassification/Release Instructions on File

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Sunday, 8 April
THAI ARMED FORCES DAY--CDR SONGSIT

Monday, 9 April

BATAAN DAY--PHILIPPINES--CAPT ALCAREZ

Capt AROXO.

Commodore

*Destroyer Squadron
21.*

5 Fletcher Class

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Castegana.

NOT THEORETICIAN - PRAGMATIST

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NEVER CONSIDER TERMS LIKE

UNITY OF COMMAND
SPAN OF CONTROL
FUNCTIONAL GROUPING
DELEGATION OF AUTHORITY
LINE ORGANIZATION
STAFF ORGANIZATION
COORDINATING FUNCTIONS
SUPERVISORY FUNCTIONS
CONTROL FUNCTIONS
INTEGRATED STAFF ACTION
TECHNICAL FUNCTIONS
SPECIALIST FUNCTIONS

TOO INDIVIDUAL & PRACTICAL

DISCUSS 2 FACTORS

1. ORGANIZATION FORM

2. PERSONNEL
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ORGANIZATION

SLIDE #1

THEORY OF FORM SECONDARY

NO PURE FORM - HBS

Slide 2

RESPONSIVENESS IS TEST

TECHNIQUES

ORGANIZE AROUND PERSONALITIES

1) CDR. 2) STAFF

SPOT MEN WHO WILL RESPOND

1. NEW/OLD REORGANIZE men a new organization
2. REORGANIZE RADICALLY

NOT FOR EFFICIENCY - FOR CONTROL

BUILD BY-PASS ORGANS

NEVER ATROPHY

SLIDE #2

3.

SPAN OF CONTROL

NO PRECISE LINE

MOTIVATE - ATTRACT

CHANGE WITH PROBLEMS

Barry J. J. J.

Busroth

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CHAFEE DICTUM ON PEOPLE
(QUOTES)

PERSONALITIES

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/o NEVER ASSUME ALL HAVE SAME PURPOSE

DIVERSE MOTIVATIONS

COMMITMENT OF SPECIALTY

CONCEPT

TRADITIONS

WEAPON SYSTEMS

MUST CREATE INCENTIVES OR BY-PASS

INCENTIVES:

- 1) INSPIRE - MISSION
- 2) PROMOTION
- 3) NEW JOB

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SQUARE PEGS
MYTH OF IMPORTANCE

4/B

REMOVE/MOVE
DETACH

BMC
ROWAN

2, BALANCE OF RESPONSIVENESS AND YES MEN

MUST HAVE CONTRARY VIEWS

LARGELY PERSONALITY - CAN A MAN GET AWAY WITH IT

MUST BE ENCOURAGED - COAXED - ~~ENCOURAGED~~

MUST RESULT IN ACTION

COMMANDER MUST RESPOND OCCASIONALLY
OR WILL ATROPHY

SELECTS THOSE HE WANTS TO BE HIS

DEVIL'S ADVOCATES

5

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BESIDES VIEWS CONTRARY TO HIS - WANTS CONTRARY VIEWS ON PROPOSALS

PLAY ONE AGAINST OTHER
ENTHUSEN ZUMWAIT
ADVOCATE THEORY
OF MONT

HOW ORGANIZES PART OF PROCESS BUT

HE

ATTITUDE STIMULATES - MOST IMPORTANT ELEMENT

WORST THING IS STIFLING ATMOSPHERE OF NO DIVERGENCE

ESPECIALLY WITH RANK

BUT

1. OPERATIONAL BORDERLINE

2. LOYALTY OF EXECUTION IN ALL CASES

3. MUST STIMULATE FREEDOM FOR NEW IDEAS

- 1) RED - BLUE TEAMS - ~~INTELIGENCE~~
- 2) FEELING THAT CAN EXPERIMENT AND FAIL
AND NO RECRIMINATION

CDRS MUST BE BIG MEN -

SHOULDER RESPONSIBILITY

4. MUST CREATE IMAGE THAT YOU ARE SHIELD

PROTECTION

DEFENDER - WILLING FIGHT YOUR

PEOPLE/STAFF/PLANS, ETC

CAREFUL NOT TO GET TOO FAR ON LIMB

5. MUST CREATE IMAGE WILLING TO EXCEED AUTHORITY
IN PART BECAUSE MUST
IN PART BECAUSE OTHERWISE
WILL NEVER GET A RADICAL IDEA



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9

MUST WATCH FOR LOWER LEVEL POLITICIZING

STAFF MAKING ASSUMPTIONS THAT ARE POLITICAL

COMMANDER IS BEST JUDGE

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6. MUST GET ALTERNATIVES

OTHERWISE HOW EXERCISE JUDGMENT

MUST CONCEIVE OWN CHOICES

EXAMPLE- REORG PAPER

7.

FELT TECHNIQUE FOR MOTIVATING LOWER ECHELONS

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8. TRY TO GET DOUBLE CHECKS -

RICKOVER - AGENTS

NOT JUST LACK OF TRUST

DIFFERENT PERCEPTIONS

FIND OUT WHAT IS GOING ON - NOT REALLY
SUBVERSIVE

SPOT CHECKS

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9. STAFF SHORTCOMINGS

TOO MUCH PRE-ARRANGEMENT

TOO MUCH INTERFERENCE — *How much depends on subordinates*

TOO MUCH QUESTIONING OF

~~VS~~ SUBORDINATES DECISIONS

10. Commander must know what talking about and persuade staff he does.

No substitute for professionalism